

Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: S1317



We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

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1. The opportunity

As a member of the Trust Board the successful candidate will play a key role in shaping the strategy, vision and purpose of the Northern Devon Healthcare NHS Trust whilst holding the Chief Executive and Executive Team to account in delivering safe, high quality and sustainable services within the available budget.

The successful candidate will be involved in the work of Board sub-committees, including acting as chair of the Audit & Assurance Committee and as a key member of the Finance Committee.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in corporate strategic finance including internal control and corporate governance expertise. The successful candidate must also have a financial qualification.

Given the importance and complexity of the Audit & Assurance Committee's work in supporting the Trust Board, it is essential that the successful candidate has recent, prior experience of finance and internal control. It would also be advantageous to have skills and/or experience in the clinical or risk management fields and a background of serving on equivalent committees in other organisations. The successful candidate will have the qualifications, expertise or experience that enables them to express informed and objective views about financial management.

All Non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with North Devon.

3. About Northern Devon Healthcare NHS Trust

Across Devon, the Trust's teams of care professionals work with patients and their families to support peoples' independence, health and wellbeing. The populations of Torridge and North Devon account for 94% of patients, with the remaining 6% coming from residents from the Cornish and Somerset borders or tourists to the area.

Northern Devon Healthcare NHS Trust (NDH) provides support which avoids hospital admissions, or if an admission is necessary, each patient's stay in hospital is short and effective as possible before working with them on a safe discharge home.

In any 24-hours the teams of integrated health and social care community professionals across Northern Devon visit around 300 patients in their own homes to help them rehabilitate after illness or injury. The community teams deliver care to around 2,500 people, often people with very complex needs, providing support and treatment to enable them to live independently in their own homes.

NDH's domiciliary care service, Devon Cares, works in partnership with high quality local care agencies to provide social care to people in their own homes.

The Trust is working hard to join up health and social care, improving the way people get home from hospital or receive support to remain independent in their own homes.

NDH provides a 24/7 accident and emergency service which in 2012 was designated as a trauma unit within a trauma network serving the whole of Devon and Cornwall. This ensures residents of Northern Devon have access to trauma services.

The Trust offers a range of general medical services, including cardio-respiratory, stroke care and gastroenterology. General surgical services include orthopaedics, urology and colorectal specialities. It also runs very successful ophthalmology services, which use the latest procedures and techniques to treat glaucoma and macular degeneration.

Patients are offered a choice of local, specialist services and NDH invites consultants from other neighbouring Trusts to hold clinics in the area. The Trust works with Musgrove Park in Taunton on a vascular network, Derriford on a neonatal network and the Royal Devon and Exeter on a cancer network. They also work with the RD&E to deliver ear, nose and throat services.

NDH values guide everything they do. At all times they aim to:

- Demonstrate compassion
- Strive for excellence
- Respect diversity

- Act with integrity
- Listen and support others

A high-performing trust

In their most recent staff survey, the staff voted NDH in the top 10% of NHS provider organisations to work for and they also came out as the top provider in the South West. Their patients (through the Friends and Family Test) regularly report an average of over 95% satisfaction with their services.

The Care Quality Commission inspected the Trust's services in 2014 and found their community services to be 'close to outstanding' with inspectors wishing they lived in Devon. The medical inpatient services at NDH were the first to be judged as 'outstanding' by the CQC.

According to many clinical targets NDH rates as one of the best performing non-foundation trusts in England, because they treat patients in line with national waiting time standards, have very few hospital-acquired infections and meet their four-hour waiting times for urgent care.

NDH achieve all this because they offer a wide range of hospital, outpatient, home-facing and specialist services across most of Devon. They have a huge range of clinical expertise that they share across professional spheres to ensure people get world-class care when they need it.

4. Key challenges

The key challenges facing the organisation come from the local and national context in which the Trust operates, including the Five Year Forward View, Sustainability and Transformation Partnerships, growing demand, workforce pressures and challenging financial control totals.

In June 2015 NHS England, the Trust Development Authority and Monitor announced that the Northern Eastern and Western (NEW) Devon health system would be one of the first three Success Regimes in England. This evolved through 2016/17 to a Devon-wide Sustainability and Transformation Partnership (STP) footprint that includes South Devon.

Devon is spending more money than it receives on delivering its current services. In the 2017/18 financial year there is a pan-Devon shared saving requirement of £144m to achieve the STP's financial objectives. Reorganisation of the way care is delivered has to happen if they are to maintain clinically and financially sustainable services in Devon.

In order to meet the financial control totals within the Devon health care system this year, demand and cost pressures are confronting NDH with some difficult choices and again they have to deliver £12 million of cost savings. The Trust has achieved these savings in previous years, ending the year on budget for the last nine out of ten years, but it will be even more challenging in 2017/18. NDH are now facing some tough decisions in order for the Trust to be able to stay within their budget.

Vision and strategic objectives

The Trust's vision and strategic objectives remain the same as 2016/17. NDH are committed to delivering high-quality and sustainable services that support people's health and wellbeing within the available budget.

- They will deliver high quality care, measured by effectiveness, safety and the person's experience of care.
- They will ensure access to a sustainable range of services that are delivered locally through partnerships and networks.
- They will deliver integrated health and social care seamlessly to meet the needs of individuals.
- They will recruit and develop a flexible, fulfilled and multi-skilled workforce, fully engaged in turning their vision into a reality.
- They will run their services efficiently and effectively to benefit their local communities.
- They will work in partnership with stakeholders to promote independence and well-being.
- They will support individuals and communities to have more influence over how services are delivered and encourage others to do likewise.

Appendix 1: Role and responsibilities

Role of the NHS Board

NHS Boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the Board has a collective responsibility for the performance of the organisation.

The purpose of NHS Boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

Roles and responsibilities of the non-executive director

Non-executive directors will work alongside other non-executives and executive directors as an equal member of the Board. They share responsibility with the other directors for the decisions made by the Board and for success of the organisation in leading the local improvement of healthcare services for patients. Non-executives use their skills and personal experience as a member of their community to:

- **Formulate plans and strategy**
 - bringing independence, external perspectives, skills, and challenge to strategy development
- **Ensure accountability**
 - holding the executive to account for the delivery of strategy
 - providing purposeful, constructive scrutiny and challenge

- chairing or participating as a member of key committees that support accountability
- being accountable individually and collectively for the effectiveness of the Board
- **Shape culture and capability**
 - actively supporting and promoting a healthy culture for the organisation which is reflected in their own behaviour
 - providing visible leadership in developing a healthy culture so that staff believe NEDs provide a safe point of access to the Board for raising concerns
 - ensuring the directors of the Board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation
- **Context**
 - mentoring less experienced NEDs where relevant
- **Process, structures and intelligence**
 - satisfying themselves of the integrity of reporting mechanisms, and financial and quality intelligence including getting out and about, observing and talking to patients and staff
 - providing analysis and constructive challenge to information on organisational and operational performance
- **Engagement**
 - ensuring that the Board acts in best interests of patients and the public
 - being available to staff if there are unresolved concerns
 - showing commitment to working with key partners

In particular the responsibilities of non-executive directors are to:

- commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements

- provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the executive board develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients, for healthcare of the local community
- ensure that patients and service users are treated with dignity and respect at all times, and that the patient is central to trust decision making
- ensure that the Board sets challenging objectives for improving its performance across the range of its functions
- structure the performance of management in meeting agreed goals and objectives
- in accordance with agreed board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties
- ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible and that the Board is kept fully informed through timely and relevant information (you may be asked to sit on the audit committee on behalf of the Board)
- accept accountability to the NHS Improvement for the delivery of the organisation's objectives and ensure that the Board acts in the best interests of patients and its local community
- contribute to the determination of appropriate levels of remuneration for executive directors
- participate in the audit committee and take an active part in other committees (including the investment and remuneration committees) established by the Board of directors to exercise delegated responsibility
- as a member of board committees, appoint, remove, support, encourage and where appropriate "mentor" senior executives
- bring independent judgement and experience from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community

- assist fellow directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed
- assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times
- ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business
- engage positively and collaboratively in board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including patients and the local community, dealing with the media when appropriate.

Responsibilities of audit committee chairs

Audit committee chairs should have recent and relevant financial experience. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions
- provide leadership to the audit committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the audit committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the audit committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee

Appendix 2: The seven principles of public life

The principles of public life apply to anyone who works as a public office-holder and therefore will apply to the successful candidate for this role:

- **selflessness** - holders of public office should act solely in terms of the public interest
- **integrity** - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships
- **objectivity** - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias
- **accountability** - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this
- **openness** - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing
- **honesty** - holders of public office should be truthful
- **leadership** - holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour whenever it occurs

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to [complete a survey](#). Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. New regulations now require NHS Improvement to make a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. For more information please contact Miriam.walker@nhs.net

Appendix 3: Terms and conditions of appointment

- The remuneration payable for this role is £6,157 pa.
- On average this role will require a time commitment equivalent to 2 to 3 days a month
- Your appointment will be for an initial period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance.

Appendix 4: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#).

The following information about NHS Improvement and this appointment is available on request from Miriam.walker@nhs.net

- The support NHS Improvement provides to trusts
- Terms and conditions of chair and non-executive director appointments
- Disqualification from appointment
- How your application will be handled
- Dealing with your concerns including how to complain to the Commissioner for Public Appointments
- Other sources of information

Appendix 5: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Key dates

- **closing date for receipt of applications: 23 July 2017.** To apply for the role please visit the [NHS Jobs website](#) and submit your application online
- **interview date: 17 August 2017**
- **proposed start date: to be confirmed**

Getting in touch

- For an informal and confidential discussion with the Chair of the Trust, Roger French, regarding the role please contact his PA Geraldine Garnett-Frizelle on 01271 311830.



Improvement

About NHS Improvement

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

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